

PGDM (IB), 2014 - 16
INTERNATIONAL BRAND MANAGEMENT
IB - 413

Trimester – IV, End-Term Examination: September 2015

Time allowed: 2 hrs 30 min

Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. In case of rough work please use answer sheet.

Section A

Attempt any 3 questions. All questions carry 5 marks each.

1. Critically analyze **Amul's** line extensions in terms of the success & failure of these products.
2. Using the Market Share Equalization method, calculate the brand equity of the following brands of soap:

Brand	Market Share (%)	Price (100 g)
Lux	50	18
Liril	20	15
Dove	20	25
Pears	10	20

3. How would you rejuvenate an ageing brand like **Bata**? Explain with examples.
4. Analyze the **Hero Honda** name change and transfer with strategic arguments.
5. How is **Mountain Dew** positioned in the Indian market? Explain citing logical arguments.

Section B

Answer any 2 questions. Both questions carry 10 marks each.

1. "**Dabur** has straddled the entire brand architecture in terms of brand, mother brand, umbrella brand and corporate brand". Elaborate citing relevant examples. What is the positioning platform that **Dabur** has used across all its product categories?
2. How has McDonalds used co-branding strategically, to take on competition? Explain, citing relevant examples?
3. Explain Brand Contract, using **L'Oreal** as an example.

Section C

Answer the following questions based on the case study.

CASE STUDY

BTIL & its flagship tea brand Jasmine

Over the recent years the packaged tea market has been witnessing a proliferation of brands. Traditional and established tea-parlours have also started packaging and marketing their own brands in areas where they had a strong franchise: for instance, Sharkan in Gujarat and Savvy in Bombay. The tea market in India has strong regional preferences across states and regions. This reflected in the state-wise shares of each brand, as well as the market composition of packaged vis-à-vis loose tea. BTIL estimated that the volume of loose tea sales were to the tune of 80-100 tons in Tamil Nadu, about 150 tons in Andhra Pradesh and 300-350 tons in Kerala. Jasmine has been growing steadily in coastal A.P. over the last five years, which seemed to indicate that some up gradation from premium dust to premium leaf was taking place. Maharashtra & Gujarat in western India have pockets of 'dust' tea consumption. Orissa is another state which has a 'dust' market, with an estimated size of 130 tons.

Brand Positioning and Image Perceptions

In 1968, when the brand was launched, the intended positioning of Jasmine was on the dimension of 'taste'. It was repositioned in 1985 to "Jasmine" for colour, taste and strength". The history of communication messages of *Jasmine* over the years were as follows:

1992-94:

Advertising Platform : Jasmine for taste

Creative Route : *Natarajan the well known South Indian Film star as Spokesman.*

Media : Cinema and Radio

1995-2000:

Advertising Platform : Jasmine for colour, taste and strength

Creative Route : Family situation

Media : Cinema and Radio

2001-02:

Advertising Platform : Jasmine for colour, taste and strength.

Creative Route : Romance: strengthened link between Jasmine and the three benefits.

Media : Television

2002 onwards:

Advertising Platform : Jasmine for colour, taste and strength

Creative Route : Three Ladies standing for three benefits offered by Jasmine

Media : Television

The advertising idea for the latest commercial which was being aired since 1992 was to create a link between the brand name Jasmine and the combination of the three qualities of colour, taste and strength for the perfect cup of tea using three ladies as metaphor. The three flowers in the Jasmine logo had been used as mnemonic to symbolize the three properties of colour, taste and strength. The brand management team at BTIL had been periodically doing market research (through specialized agencies) to keep in touch with the health and perceived image of the Jasmine Brand among both its users as well as non-users. Some of the research findings were as follows:

Functional Benefits

Emotional Associations

2001 2004

2001 2004

- taste
 - strength
 - aroma
- taste
 - strength
 - aroma
 - consistent
 - quality
 - balance
- between
taste, strength and aroma
- long-standing relationship
 - unquestioned loyalty
 - caring / nurturing
 - pride
- brand confidence
 - loyalty after discernment
 - pride in the brand
 - status enhancement
 - fits self image
 - aspirational

Consumer Behavior and Mr. BTIL's Dilemma

BTIL knew that to be able to devise a marketing plan for the successful launch of the Jasmine brand in other markets, careful understanding of the consumer behavior toward their disposition to the activity of tea-drinking was necessary.

Questions

1. Suggest a strategy for launching brand Jasmine in Northern India, with special focus on the STP process. (8 marks)
2. Do you think that a tea brand from South can succeed in the Northern markets? Support your answer with logical arguments. (7 marks)